# CANADIAN COAST GUARD AGENCY

## 2011-2012 YEAR END REPORT

EKME#2541944

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# MESSAGE FROM THE COMMISSIONER

This document provides a report, as of March 31, 2012, on the progress made by the Canadian Coast Guard (CCG) against its commitments for 2011-12, as outlined in its Agency 2011-14 Business Plan.

2012 marks the 50th anniversary of the Canadian Coast Guard. Many events have been taking place to honour CCG's contribution to Canada. All the accomplishments during the last 50 years would not have been possible without the dedication of CCG's employees over the years. Our people are our most valuable asset. Whether on a ship or in an office setting, our dedicated, highly skilled, diverse and experienced workforce is the backbone of the CCG. In 2011-2012, CCG continued to focus on the following strategic priorities: *Asset Renewal; The Arctic; Environmental Response; Maritime Security*; and *e-Navigation*, along with a number of management priorities.

It was a challenging year for the CCG. While implementing the Strategic Review decisions from Budget 2011, CCG also participated actively to the Deficit Reduction Action Plan in anticipation of Budget 2012. A significant amount of time and energy were allocated to these Government of Canada priorities.These efforts contributed to unplanned delays or postponements of a number of deliverables in the 2011-2012 Business Plan. The changes that will flow from Budget 2012 will enable the Coast Guard to continue its transformation towards a leaner and more efficient service organization. Our goal is to work through these changes together to achieve the best results for Canadians while minimizing negative impacts on employees across the organization.

This report is based on a detailed and extensive self-assessment by the Coast Guard Management Board. In order to better align with departmental ratings, the CCG criteria have been slightly modified. We have also added a rating of "white" for projects and deliverables that could not be completed as planned or for which the plan was amended during the fiscal year. The adjusted criteria are as follows:

**Criteria**

| | | |
|---|---|---|
| ☐ | Green: | The project or deliverables planned were all met or mostly met. |
| ☐ | Yellow: | The project or deliverables planned were partially / substantially met. |
| ■ | Red: | The project or deliverables planned were not met. |
| ☐ | White: | The project or deliverables could not be completed as planned / plan was amended during fiscal year. |

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

Marc Grégoire
Commissioner, Canadian Coast Guard

*The following acronyms were used to highlight the commitments related to our 2006 A-Base Review (A-Base), the 2007 Report of the Auditor General (AG), the DFO 2008-2011 Employment Equity Management Action Plan (DFO EE Map), the 2010 Commissioner of the Environment and Sustainable Development (CESD) audit and the findings of the Public Service Employee Survey (PSES) conducted in 2008.*

# 1.0 PRIORITIES

## *1.1 STRATEGIC PRIORITIES*

The Coast Guard is responding to risks and challenges with the following strategic priorities: Asset Renewal, The Arctic, Environmental Response, Maritime Security, and e-Navigation.

### 1.1.1 Asset Renewal

As an operational agency, the Coast Guard relies heavily upon its fleet and shore-side assets to deliver maritime programs and services critical to Canadians.

CCG manages a substantial base of physical and technical assets with a replacement value of well over $14 billion. These assets include a fleet of small, medium, and large vessels and helicopters, land- and water-based assets other than vessels such as navigation aids and communication towers, a fleet of land-based vehicles, cranes and forklifts, program-specific information systems, and assets and facilities used in support of CCG's training needs at the Coast Guard College in Sydney, Nova Scotia.

Although these assets are critical to the delivery of our programs and services, they are generally old, having a historic cost of a little over $2 billion. The ages of many of our fleet and shore-based assets now exceed their original design lives. Maintaining and replacing these assets is therefore vital to ensuring that CCG is able to meet current and anticipated future service demands.

#### A. Coast Guard's Fleet Renewal Initiatives

**Objective:** To renew the CCG fleet of vessels and helicopters so that CCG can continue to meet the current and future on-water requirements of the Government of Canada.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Advance the development of the Canadian Coast Guard Fleet Renewal Plan. | Deputy Commissioner (DC), Vessel Procurement (VP) | Green | The Fleet Renewal Plan is updated regularly in line with Government directions and to reflect Coast Guard's changing environment and evolving priorities. |
| Engage stakeholders on CCG future vessel needs. | DC, VP | Green | In updating the Fleet Renewal Plan, Coast Guard consulted with external stakeholders, including PWGSC, DND and Industry Canada (Shipbuilding and Repair, Industrial Marine Industry sector and Industrial & Regional Benefits). |
| Develop a Project Management Framework for CCG procurement. | DC, VP | Green | A Project Management Framework for CCG procurement is completed. |
| Develop an action plan to implement the Project Management Framework. | DC, VP | Green | An action plan to implement the Project Management Framework is completed. |

## B. Procurement of New and Replacement Vessels

**Objective:** To procure new vessels to replace those that are beyond their useful life.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| **Mid-shore Patrol Vessels** | | | | |
| Deliver the first Mid-Shore Patrol Vessel. | AG<br>A-base | DG, Major Crown Projects (MCP) | Yellow | The first vessel is expected to be delivered by July 2012. There has been a schedule adjustment for the MSPVs as a result of required design changes, and first-of-class related construction challenges. |
| **Offshore Fisheries Science Vessels** | | | | |
| Complete design of the Offshore Fisheries Science Vessels. | | DC, VP | Green | The design of the OFSV is completed. |
| Seek Treasury Board Effective Project Approval and authority to contract for construction under the National Shipbuilding Procurement Strategy. | | DC, VP | Yellow | Discussions with Vancouver Shipyards Inc. were able to commence only after signing of Umbrella Agreement on February 14. Therefore, Treasury Board Effective Project Approval and authority to contract for construction under the National Shipbuilding Procurement Strategy is delayed to 2012/13. |
| **Offshore Oceanographic Science Vessel** | | | | |
| Complete design of the Offshore Oceanographic Science Vessel. | AG<br>A-base | DC, VP | Green | The design of the OOSV is completed. |
| Seek Treasury Board Effective Project Approval and authority to contract for construction under the National Shipbuilding Procurement Strategy. | AG<br>A-base | DC, VP | Yellow | Discussions with Vancouver Shipyards Inc. were able to commence only after signing of Umbrella Agreement on February 14. Therefore, Treasury Board Effective Project Approval and authority to contract for construction under the National Shipbuilding Procurement Strategy is delayed to 2012/13. |
| **Polar Icebreaker** | | | | |
| Award the contract for the design of the Polar Icebreaker. | AG<br>A-base | DC, VP | Green | The design contract was awarded to STX Canada Marine from Vancouver, British Columbia in November 2011. |
| **Air Cushion Vehicle** | | | | |
| Manage construction of the ACV. | AG<br>A-base | DC, VP | Green | The ACV is currently under construction, and is expected to be delivered in fall 2013. |
| **Environmental Response Barges and Near-Shore Fisheries Science Vessels** | | | | |
| Deliver the remaining 14 environmental response barges. | | DG, ITS | Green | The delivery of the remaining 14 barges is completed. |

| | | | |
|---|---|---|---|
| Deliver the three Near-Shore Fisheries Science Vessels. | DG, ITS | Red | None of the vessels have been delivered this fiscal year due to construction delays. These delays are attributed to a number of factors, the most significant being the development and negotiation of a number of complex design changes. All three vessels are expected to be delivered in Fiscal Year 2012/2013 |

## C. Coast Guard's Shore-Based Asset Renewal Initiative

**Objective:** A 15-year plan for capital investments required to ensure the reliability and availability of CCG's shore-based assets to meet the current and future needs of the Aids to Navigation and Marine Communications and Traffic Services programs

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Publish the Long-term Plan for Shore-based Infrastructure. | DG, MS<br>DG, ITS | Red | The Shore-based Asset Renewal Framework describing the vision, direction and guiding principles for renewing CCG's shore-based assets has been completed. An action plan has also been completed to further guide the development and implementation of the Shore-based Asset Renewal Plan. |

## D. Improve Asset Maintenance

**Objective:** Improve asset maintenance practices to ensure that capital investments (as well as existing program assets) remain available and reliable over the duration of their intended operational life.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Prioritize technical training requirements and establish learning objectives. | | DG, ITS | Yellow | Technical Training Requirements were established but not approved by the National Management Committee as current regional differences in available course content will require a more precise definition of technical training elements than originally thought. |
| Expand distribution and use of Maintelligence for maintenance management and inventory control. | AG | AC, C&A | Green | MAINTelligence is now installed and in use aboard all large CCG Vessels. Computer based training modules were released in October 2011 and distributed to vessels.<br>As of February 29, 2012 the inventory module has been implemented on five (5) large vessels and training has been delivered to a total of 59 personnel. |
| Deploy MAXIMO version 7. | AG | DG, ITS | Green | MAXIMO version 7 was deployed on October 18, 2011. |
| Deliver MAXIMO training sessions on MAXIMO version 7 to regional ITS staff. | AG | ACs | Green | The new version of MAXIMO 7 was deployed Oct 18/11 in all regions. Training sessions have been and continue to be deployed as necessary to all user locations in support of the upgrade to V7. |
| Deliver MAXIMO training sessions on MAXIMO version 7 to HQ ITS staff. | AG | DG, ITS | Green | Maximo v7 training sessions were provided to HQ staff. Ongoing training is offered via computer based training. |

## 1.1.2 The Arctic

CCG's plays a key role providing service in the Arctic and to Northern Canadians. Our objective is to develop integrated Arctic strategies for DFO and the Coast Guard, while ensuring continued implementation of current Northern initiatives in support of the government.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Commitments located in other sections of the Business Plan | | | |

## 1.1.3 Environmental Response

Re-invigoration of the Environmental Response Program is a key priority of the Canadian Coast Guard. Recent audits of the program have identified several areas of deficiency that must be addressed in order to ensure support Canada's overall capacity to prepare for and respond to a marine pollution event in Canada. The Coast Guard takes these audit recommendations seriously, and is working diligently to ensure tangible progress in responding to the audits. A new Environmental Response Branch has been created to ensure a dedicated focus on strengthening the program and addressing the audits. In addition, the program is taking into consideration lessons learned from other major marine pollution events, such as the Deepwater Horizon oil spill in the Gulf of Mexico.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Develop and begin implementation of an Integrated Management Action Plan to address recommendations from the audits and initiate a process to report on progress to the CESD. | DFO and CESD audits | DG, MS | Green | An integrated Management Action Plan has been developed and implementation to address recommendations from the Commissioner of the Environment and Sustainable Development (CESD) and internal Fisheries and Oceans Canada audits has begun. The Program will report on progress to the CESD through an established internal reporting process. It will take several years to completely implement the action plan. |
| Promote and foster a whole of government approach to marine pollution prevention, preparedness, response and recovery. | CESD audit | DG, MS | Green | The Canadian Coast Guard continues to co-chair the Director General Interdepartmental Marine Pollution Committee (IMPC). The Coast Guard participates on all IMPC sub-committees and works collaboratively with all partners to ensure a "whole of government" approach to marine pollution prevention, preparedness, response and recovery. |
| Develop a set of crisis leadership competencies for CCG senior management, and identify training opportunities for those CCG senior managers who may be called on in a large marine pollution response. | | DG, MS AC, Maritimes | Green | Draft crisis leadership competencies for CCG senior management have been developed and are currently undergoing a challenge/validation process. Plans are in place to identify training opportunities once the crisis leadership competencies are finalized. |
| Review the Response Management System to ensure it can support a multi-party response to a major spill. | CESD audit | DG, MS | Green | A review of the Response Management System (RMS) has been completed. Preliminary analysis indicates it would be advantageous to migrate to the internationally accepted Incident Command System. Work is underway to determine an implementation plan. |

## 1.1.4 Maritime Security

National security is a fundamental role of a federal government and a priority for the Government of Canada. An enhanced level of security in Canada's marine transportation system strengthens Canada's capacity to address national and international concerns with respect to maintaining an acceptable level of security in the maritime domain. In support of national security, CCG uses its vessel fleet, on-water expertise, policy know-how and extensive vessel monitoring systems to:

Enhance awareness of possible maritime security threats;
Support on-water law enforcement and responsiveness; and
Enhance collaboration with departments and agencies throughout the maritime security community.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Finalize and implement a communications strategy for Maritime Security. | Deputy Commissioner, Operations | Yellow | Maritime Security has completed a communications strategy and is in the process of implementing many activities identified within it, for example improving web presence and developing communications tools. Implementing the strategy will continue into 2012-13. |
| Lead an interdepartmental effort for the development of options to provide CCG with the means to play a more significant role in enforcing Canadian law and in protecting our national security. | Commissioner, Deputy Commissioners | Green | The Coast Guard led the interdepartmental effort to review and develop options for providing CCG with a more significant role in maritime security and law enforcement activities. Next steps will be dependant upon government direction. |

## 1.1.5 e-Navigation

CCG has a strong leadership role in the development and implementation of e-Navigation across the country. Our goal is to implement e-Navigation in a coordinated and organized manner in Canada, in collaboration with multiple federal departments and shipping industry in order to enhance safety, increase environmental protection, and have a positive economic effect.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Complete a report on the assessment performed in 2011-2012 concerning the e-Navigation data sources and services and on the development of a national e-Navigation portal. | AG | DG, MS<br>DG, ITS | Green | An analysis of the availability of the e-Navigation data sources and a national e-Navigation web page were completed and documented in a report.<br>http://www.ccg-gcc.gc.ca/e-Navigation<br>A national e-Navigation portal is under preparation. |

| | | | | |
|---|---|---|---|---|
| Continue to work collaboratively on the e-Navigation phase II project – evaluation of dynamic under keel clearance systems developed by external firms, for use in the St. Lawrence River shipping channel. | AG | AC, QUEBEC | Green | Quebec Region has continued its collaboration with the St. Lawrence Economic Development Council (SODES), the Port of Montreal and other stakeholders on the evaluation of the dynamic under keel clearance systems, developed by OMC International. A final report on the evaluation of the system from OMC International has been tabled.<br><br>The system will be tested in spring while maintaining the current system and methods to better compare them. |

# *1.2 MANAGEMENT PRIORITIES*

## 1.2.1 Workforce Management

The strength of the Canadian Coast Guard (CCG) is its dedicated and professional employees. Our people are what shape CCG into the organization it is today. In fact, investments in our workforce will continue and, over the next three years, CCG will focus on fostering a qualified and representative workforce, developing and supporting people, and demonstrating fair and effective management.

### A. A Qualified and a Representative Workforce

**Objective:** To maintain a qualified workforce and develop a diversified organization as increasing numbers of experienced CCG employees become eligible for retirement and the Canadian population continues to become more diversified.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Evaluate effectiveness of the revamped Careers Page on the CCG Website. | | DG, Integrated Business Management Services (IBMS) | Green | The Careers page viewership is evaluated throughout the year using a Google Analytics tool and content is also reviewed and updated to ensure accuracy of information.<br>Since the launch of the revamped site, viewership has increased six fold. |
| Implement the Third Class Engineer Certification module of the Ships' Crew Certification Program. | | DG, Fleet | Yellow | The module was developed. Implementation will continue in the fall of 2012 through a pilot in the Quebec region. |
| Implement CCG commitments stemming from the new 2011-2014 DFO Employment Equity Action Plan. | *2008-2011 DFO EE MAP* | CCG MB Members | Green | The DFO 2011-2014 EE AP was approved in November 2011 and included two CCG specific goals for 2011-2012 which have been successfully implemented. The two goals were to reduce representation shortfalls through targeted recruitment and retention of designated group members and to increase the recruitment and retention of Aboriginal people as Ships' Officers on CCG vessels |
| Implement the Operational Women's Network. | *2008-2011 DFO EE MAP* | DG, Fleet | Green | The Operational Women's Network website and forum are now active and moderated. Women of the CCG have been invited to join and participate in this voluntary network and communication tool. |

| | | | | |
|---|---|---|---|---|
| Participate in an Aboriginal Bridging Pilot Project to recruit students into the Canadian Coast Guard Officer Training Program. | *2008-2011 DFO EE MAP* | ED, College | Green | 17 Aboriginal Youth from Cape Breton Island, participated in a Pilot Project from May 24 – July 15, 2011. The objective of the pilot project was to create awareness of Coast Guard training and career opportunities. |

## B. Develop and Support People

**Objective:** To implement a nationally consistent and structured approach for new and current employees in terms of learning and training.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Implement ENG-03 Coaching and Mentoring Program. | PSES | DG, ITS | White | At mid-year review, it was agreed that this project would be put on hold as the resource assigned had been re-assigned to other priorities. This initiative will be completed in FY 2012/2013 |
| Launch the CCG Orientation Program for all new employees. | | DG, IBMS | Green | On-line version of the program was launched nationally in Spring 2011. CD versions were also distributed to regions for seagoing personnel who do not have access to internet. |
| Implement the Continuous Proficiency Training (Refresher) Course for MCTS Officers. | AG | DG, MS<br>ED, College | Green | Three Continuous Proficiency Training (refresher) courses for MCTS Officers were delivered as planned. |
| Develop the expansion of the Leadership Development Pilot Program to include the Canadian Coast Guard College and the National Capital Region. | PSES | AC, NL | Green | The Leadership Development Program was assessed and expanded to include the College and HQ. The program criterion was approved by Management Board. The Program is on hold pending an assessment of the impacts of the 2012-13 Federal Budget. |
| Provide opportunities to improve College employees' official language competencies. | | ED, College | Green | During the summer of 2011, the College offered a five-week intensive French language program for employees (beginner, intermediate and advanced levels).<br>Daily lunch-time French language classes are available to all employees to maintain and develop their French language skills in an informal setting.<br>Two employees participated in a three-week intensive immersion program in Northern Quebec in January 2012. |

## C. Fair and Effective Management

**Objective:** To improve national consistency of human resources management through Standard Organization and more transparent staffing practices.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Continue transition to Standard Organization. | AG<br>PSES | CCG MB members | White | As of mid-year (2011-2012), the approved Standard Organization had been largely implemented. At that time, Management Board agreed that the new operational and resource constraints would result in the need for further organizational adjustments thus resulting in the closure of this initiative. |

| | | | | |
|---|---|---|---|---|
| Evaluate the Performance Review System and develop an action plan to improve its effectiveness. | PSES | DG, IBMS | Yellow | The Performance Review System was evaluated. A report and presentation with recommendations will be developed for Management Board. |
| Continue implementation of the Coast Guard College Transformation Plan. | | ED, College | Green | The College transformation initiative is on schedule within identified timelines.<br>The completion of the College Transformation Plan has resulted in improved governance frameworks and an organizational structure ready to respond to the training needs of the CCG.<br>It has established the College's capacity to offer specialized bilingual maritime training for CCG in support of mandated programs and services. |
| Develop a CCG operational training governance framework. | | ED, College<br>DG, Fleet<br>DG, ITS<br>DG, MS | Yellow | Terms of reference document was accepted by Canadian Coast Guard Management Board in Nov 2011. A Working Group and Steering committee have been identified and some information received. |

## 1.2.2 Consistent Business Management Practices

### A. Modernization of the Business Management and Resource Allocation Process

**Objective:** To ensure that CCG's business and resource management framework be reviewed and modernized so that available resources are allocated, monitored and reallocated as warranted, to the strategic priorities of the organization.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Assess, modify and initiate implementation of the business management and resource allocation process for CCG. | DG, IBMS | White | A decision to reassign resources to higher priorities was approved during the year. The overall project remains a priority for the Coast Guard and further activities will be undertaken in 2012/2013. |

### B. Service Level Agreements with DFO Clients

**Objective:** Service Level Agreements provide increased transparency and internal accountability. There are a number of formal service agreements between Fleet and its clients. Our goal is to finalize and implement Service Level Agreements with DFO clients.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Finalize Service Level Agreements with DFO Oceans and Science and DFO Ecosystems and Fisheries Management for use on an ongoing basis, based on the outcome of the pilot. | A-Base AG | DG, Fleet | White | There was mutual agreement with clients to postpone this deliverable due to other priorities.<br><br>SLA negotiations will take place in FY2012-13. The current SLA will be used to manage program requirements until new SLAs are completed using the outcome of the 3-year pilot project. |
| Implement Service Level Agreement pilot between Fleet and Maritime Services for 2011-2012. | | DG, Fleet<br>DG, MS | Green | An SLA has been agreed to and as part of the Service Level Agreement: regular meetings have been established to monitor results. |

| | | | |
|---|---|---|---|
| Develop performance measures within Service Level Agreement pilot between Fleet and Maritime Services. | DG, Fleet<br>DG, MS | Green | A Performance Measurement Strategy including indicators, targets, sources of data and responsibility for data collection and reporting has been developed. The strategy will be reviewed regularly to ensure the best information possible is available to monitor and evaluate performance and to help inform business decision making. |

### C. Stronger Canadian Coast Guard Identity

**Objective:** To increase CCG visibility and identity through a stronger national web presence.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Implement the approved Internet sustainability option and accompanying projects. | DG, IBMS | Green | In December 2011, Management Board reviewed the proposed sustainability options and decided to maintain current resourcing levels until an additional analysis could be completed and Budget 2012 is released. All approved 2011-12 priority projects, including the creation of a 50th Anniversary web presence, the establishment of a national media gallery and an update of all internet content to meet the new accessibility standards, have been fully implemented. |

## 1.2.3 Strategic Program Framework for CCG's Maritime Services

**Objective:** CCG will strengthen the effectiveness and efficiency of its maritime services through the development of a Strategic Program Framework, based on the Management Accountability Framework (MAF). The Strategic Program Framework allows for systematically reviewing Coast Guard maritime services programs from a strategic perspective on an ongoing basis.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| As part of the SPF-based examination of all Coast Guard maritime services, develop a risk management framework and methodology for CCG maritime services programs to enhance program management and support decision-making. | DG, MS | Green | The previously developed Maritime Services (MS) Risk Management Guidelines have been re-established in support of a larger Risk Management Framework. More work will be done in the coming years to validate the methodology in the "Guidelines" and to improve and implement the other elements of the Risk Management Framework. The methodology has been applied to issues such as the MCTS optimum scheduling implementation. |

### 1.2.4 CCG 50th Anniversary

*CCG will celebrate its Golden Jubilee by building and strengthening Canadians' awareness of who we are and what we do.*

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop a national strategy, focusing on special events, commemorative products and promotional materials, to celebrate Coast Guard's 50th anniversary in 2012. | DC, Ops | Green | A strategy was deployed to promote the CCG's 50th anniversary by building and strengthening Canadians' awareness of CCG (outward focus) and to honour the service and loyalty of our staff (inward focus). A National Working Group developed a calendar of events and activities across the country that engaged the general public, our government partners, industry, parliamentarians and our staff. |
| Initiate implementation of national strategy. | DC, Ops | Green | Implementation of the national strategy took place. A calendar of events has been planned throughout the year and across the country to commemorate the 50th Anniversary. For example, a Gala was organized in the National Capital Region on February 4 with several VIP guests.<br>Anniversary promotional items, commemorative products and merchandise were produced and were available for sale and distribution during the year. Canada Post, for instance, created a stamp featuring CCGS Louis S. St-Laurent. The Bank of Canada also honoured the CCG by issuing a new $50 bill depicting the CCGS Amundsen. |

# 2.0 Services by Program Activity and Sub-Activity

## 2.1 Aids to Navigation

The Aids to Navigation program provides marine aids to navigation such as short-range marine aids — including visual aids (fixed aids and buoys), sound aids (fog horns), and radar aids (reflectors and racons) — as well as long-range marine aids, namely the Differential Global Positioning System (DGPS). The program's services ensure access to a reliable navigation system and support a safe, accessible, and efficient environment for the commercial marine transportation sector, fishers and pleasure craft operators. As such, it is the cornerstone of Canada's navigation system and provides essential support to many government priorities.

### General Commitments

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Initiate the review and update of the methodology for designing and reviewing short-range aids to navigation systems. | DG, MS | Green | The review and update of the methodology for designing aids to navigation systems was initiated by establishing a national Project team and developing a project plan.<br>Critical components of the methodology, such as the development of a risk-based cyclical review process, have been completed. |

| | | | |
|---|---|---|---|
| Continue the design and construction of an aids to navigation system for Pangnirtung Harbour, Nunavut. | AC, C&A | Green | All planned work for this fiscal year for the design and construction of an aids to navigation system has been completed. |

## 2.2 Waterways Management Services

Navigability in Canadian waterways is highly influenced by water levels and the bottom condition of shipping channels. The monitoring and maintenance services provided by the Waterways Management program enable CCG to help ensure safe, economical, and efficient movement of ships in Canadian waterways. These services also contribute to the maintenance of specific navigable channels, reduce marine navigation risks, and support environmental protection.

### A. Key Initiative

***Post-Panamax Study, St. Lawrence River***

**Objective:** To support the transit of Post-Panamax type vessels in the St. Lawrence River shipping channel.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop an action plan with a view of implementing recommendations of the risk assessment report on post-Panamax type vessels in the St. Lawrence River shipping channel. | AC, QUE<br>DG, MS | Green | An action plan has been prepared. Further to consultations made with stakeholders at the beginning of 2012, we are continuing the development of guidelines with Transport Canada and the Corporation des Pilotes du Saint-Laurent Central in order to ensure the safe transit of Post-Panamax ships during spring 2012 in the St.Lawrence River shipping channel. |

## 2.3 Marine Communications and Traffic Services (MCTS)

By ensuring that an efficient communication system is available 24/7, the Marine Communications and Traffic Services program contributes to the safety of life at sea, the protection of the marine environment, the efficient movement of shipping in waterways, and the provision of essential and accurate information to mariners. Its services are essential to deploying Search and Rescue and Environmental Response teams promptly and effectively to maritime crisis situations. MCTS is, in many situations, the only means by which a ship's call for assistance can be heard.

### A. General Commitment

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop an action plan to address recommendations from the workload review. | DG, MS | Green | An action plan was developed to address the recommendations from the workload review. An optimum scheduling pilot was initiated in January 2012 with full implementation on March 12, 2012. |

B. Key Initiatives

### *NAVAREAS*

**Objective:** Canada is the international coordinator and issuing service for two NAVAREAs in the Arctic for the transmission of navigational warnings to mariners. To initiate the NAVAREA SafeyNET satellite transmission service, in full operational capacity below 76°N in the Arctic.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Initiate the NAVAREA satellite transmission service. | DG, MS<br>AC, C&A | Green | The satellite transmission service of navigational safety information for Arctic NAVAREAs was implemented in June 2011. |

### *Marine Communications and Traffic Services Technical Training*

**Objective:** To support the MCTS workforce of about 350 certified Marine Communications and Traffic Services Officers to ensure professional development and adequate recruitment.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Implement the Continuous Proficiency Training (refresher) course for Marine Communications and Traffic Services Officers. | DG, MS<br>ED, Canadian Coast Guard College (CCGC) | Green | Three Continuous Proficiency Training (refresher) courses for MCTS Officers were delivered as planned. |

## 2.4 Icebreaking Services

Given the harsh challenges the extremes of Canadian geography and climate bring to maritime traffic, icebreaking services are essential to ensure that shipping moves safely and efficiently through and around ice-covered waters in Eastern Canada and the Great Lakes throughout the winter, as well as during the summer navigation season in the Arctic. Icebreaking operations facilitate the informed, safe, and timely movement of maritime traffic and contribute to keeping most Canadian ports open for business year-round, thereby preventing flooding on the St. Lawrence River and supporting fishers, the marine industry, and numerous coastal communities.

A. General Commitments

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Amend the Icebreaking Levels of Service, as feasible and appropriate. | DG, MS | Green | Following the approval of the Icebreaker Requirements Agreement with the maritime industry stakeholders, the Levels of Service has been revised as appropriate. The Agreement is to be renewed every 5 years. |

## 2.5 Search and Rescue Services (SAR)

Canada is a maritime nation bounded by three oceans whose population and economy make significant use of waterways for commercial and recreational purposes. The marine environment can be dangerous and CCG is an important player in responding to emergencies that occur on water.

The federal Search and Rescue (SAR) program is a cooperative effort by federal, provincial and municipal governments. CCG's SAR program leads, delivers, and maintains preparedness for the 5.3 million square kilometre maritime component of the federal SAR system. It does so with the support of multiple stakeholders and partners, including the Canadian Coast Guard Auxiliary and National Defence. Through distress monitoring, communication, and search and rescue activities, the CCG SAR program increases the chances of rescue for people caught in dangerous on-water situations.

## General Commitments

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Start the renewal process for the CCGA Contribution Agreements. | DG, MS | Green | The renewal process for the CCGA contribution agreements is underway. The internal evaluation of the CCGA has been completed and recommendations, such as review and update service standards and performance indicators, will be implemented through the renewal process. A financial analysis of CCGA spending has been completed and presented to the Departmental Evaluation Committee and CCGA, February 2012. A critical path for renewal has been drafted and being implemented. |
| Complete the work, with our National Defence partner, on software system requirements. | DG, MS | Green | The Coast Guard has provided its software system requirements to National Defence (DND). CCG staff are continuing to support DND in its efforts to renew the national SAR case management system. |
| Explore and develop options for SAR service delivery in the North. | DG, MS | Green | Coast Guard is working with the DND's Joint Task Force North to complete a work plan to implement a pilot project to provide Maritime SAR training to Ranger units to support search and rescue missions. The pilot will identify training, equipment and vessel requirements for future Ranger maritime SAR training, if the northern Maritime SAR partnership with DND is approved. |
| Pilot the introduction of a SAR quality assurance approach. | AC, C&A | Green | SAR quality assurance approach pilot project has been completed in Central & Arctic Region and will continue as part of regular business into the future. |

### *Search and Rescue Needs Analysis*

**Objective:** To assess the SAR resources needed to respond to incidents in the maritime areas for which Canada has accepted responsibility and to validate the existing Levels of Service or propose changes.

| Commitment | In response to... | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|---|
| **2011-2012** | | | | |
| Develop a new SAR needs analysis methodology that includes a risk management framework. | AG<br>A-Base | DG, MS | Green | A draft risk-based analysis of Maritime SAR Delivery methodology has been developed and approved in principle by the Maritime Services Executive Board. The draft methodology, including the Terms of Reference for the process and an illustrative example, will be presented to Management Board in Spring 2012. |

### *Search and Rescue Capability*

**Objective:** To address the most pressing operational human resource requirements to ensure the continuity of our services and to respond to the needs of our employees.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Implement appropriate measures to address issues identified in the workload analysis. | DG, MS | Green | After the Marine Rescue Sub-Centres are consolidated into the Joint Rescue Coordination Centres at Halifax and Trenton, all three Joint Rescue Coordination Centres will be operating with a minimum of 2 stands, as per the recommendations in the workload analysis.<br>However, as the Trenton consolidation is not scheduled to be completed until Spring 2013, the workload study recommendations will be fully implemented in Spring 2013. |

## 2.6 Environmental Response Services

The Canadian Coast Guard is the lead federal agency to ensure an appropriate response to ship-source and mystery-source spills in Canada's marine environment. Given the amounts of oil and other hazardous materials that are shipped via the marine transportation system, it is critical that the Canadian Coast Guard is ready to respond to marine pollution incidents in Canadian waters to protect coastal communities and Canada's interests. The objectives of the Environmental Response program are to minimize the environmental, socio-economic, and public safety impacts of marine pollution incidents.

An effective response to marine pollution events requires a high level of preparedness, including appropriate resources, strong partnerships, thoughtful contingency planning, and skilled personnel. The marine pollution response capacity within the Coast Guard is a unique federal capacity not found in other federal departments. Therefore, the Coast Guard may use this unique capacity to support the response mandates of other federal partners such as spills from other sources (e.g. land based spills or offshore platforms) and emergency response events (e.g. Manitoba Floods). In addition, the CCG has mutual aid agreements with other nations, such as the United States Coast Guard and Denmark, which can be utilized in a large scale marine pollution response.

### General Commitments

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop a National Equipment Strategy which will include a life cycle and materiel management approach. | DG, MS | Yellow | In 2011-2012, Coast Guard began an assessment of its environmental response capacity using the Response Organization standards. The results of this project are necessary to inform both a National Equipment Strategy and the CG Investment Plan. |
| Establish a national approach to environmental response training which will include a national training plan. | DG, MS | Yellow | An Environmental Response Training and Exercising Working Group has been established. A training plan has been drafted and will be submitted for approval to the ER National Management Team in 2012. |
| Develop training plans for Arctic communities to utilize the environmental response equipment packages they have received. | AC, C&A | Green | Training plans for Arctic communities to utilize the environmental response equipment packages have been developed. |

### *Brigadier General M. G. Zalinski*

**Objective:** To address an oil-pollution threat posed by the wreck of the United States Army transport vessel *Brigadier General M. G. Zalinski*. This vessel sank in the Grenville Channel in British Columbia in September 1946, entombing a cargo of munitions and an estimated 700 tonnes of fuel. The wreck, which lay largely forgotten, began leaking fuel in 2003.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Review and analyze the results of the integrity assessment in order to determine the potential next steps. | AC, Pacific | Green | The options paper for the *Zalinski* has been updated based on the new information and an updated Risk and Impact Assessment finalized. Coast Guard will further assess what actions are required, relative to the pollution risk the Zalinski presents, to ensure the marine environment remains protected. |

## 2.7 Maritime Security

Canadians and foreign trading partners expect Canada to have a secure maritime transportation system. To this end, CCG leverages its capabilities, including extensive vessel identification and tracking systems, on-water capabilities and maritime expertise, to make a significant contribution to national and maritime security.

With a clear accountability to deliver activities and information systems that are critical to Canada's maritime security, CCG will continue to enhance its security contribution to the federal enforcement and intelligence communities. With the Long Range Identification and Tracking system and the Automatic Identification System (new vessel tracking systems) implemented, CCG will continue to focus on ensuring the reliability of these systems and ensure the consistent and dependable flow of information to our partners.

The past five years have seen the establishment of dedicated CCG resources in ongoing maritime security and national security programs. The joint RCMP/CCG Marine Security Enforcement Teams in the Great Lakes and St. Lawrence Seaway area and a permanent DFO presence in the multi-agency Marine Security Operations Centres represent an evolution for CCG investments in maritime security - from simply enhancing CCG safety-based activities (which provide a subsequent maritime security benefit for partners) to making direct investments in on-going inter-agency maritime security activities.

### *Marine Security Operations Centres*

**Objective :** To continue to contribute significant data on maritime traffic, including associated on-water activities and analyze this data to support the enhancement of maritime domain awareness on Canada's three coasts and in the St. Lawrence Seaway - Great Lakes area.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop a draft National Standard Operating Procedures Manual. | DC, Operations | Green | Templates for Standard Operating Procedures are completed. The National Standard Operating Procedures manual has been developed. Next steps are to validate the procedures and align them with the introduction of software support tools to finalize the first iteration of this document in FY 12/13. |

| | | | |
|---|---|---|---|
| Finalize the Statement of Operational Requirements for software support tools. | DC, Operations | Green | The Statement of Operational Requirements for software support tools is completed. In FY12/13, we will implement several requirements including a Case management/activity logging system as well as a Geographical Interface System to collate CCG data and information. |

### *Automatic Identification System (AIS)*

**Objective:** To enhance Coast Guard's ability to identify and monitor maritime traffic in near real-time with accurate and detailed information, allowing for an enhanced awareness of vessels approaching and operating in Canadian waters.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Examine the potential for two terrestrial AIS test sites in the Arctic. | DG, ITS | Green | Assessment of two sites in the Arctic is complete. One site is fully operational; the plan is to install a second site next fiscal year. |

## 2.8 Fleet Operational Readiness

The Canadian Coast Guard Fleet Operational Readiness (FOR) Program provides safe, reliable, available, and operationally capable vessels, air cushion vehicles, helicopters, and small craft with competent and professional crews ready to respond to on-water and maritime related requirements. The FOR program includes three program sub-activities: Fleet Operational Capability; Fleet Maintenance and Fleet Procurement. Through the Fleet Operational Readiness program, the CCG ensures that Canada's civilian fleet meets the current and emerging needs and priorities of Canadians and the Government of Canada.

### A. Key Initiatives

### *Operationalizing New and Replacement Vessels*

**Objective:** To operationalize and support the receipt of vessels. Operationalizing a vessel comprises all of the activities that must take place in the short period of time between delivery from the shipyard to the start of program delivery. It includes such things as transit to its home region, crew familiarization, pre-sailing exercises to respond to routine and emergency situations, fitting the vessel with stores and equipment not provided by the contractor, shore-support familiarization and client and partner exercises.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| **Mid-shore Patrol Vessels** | | | |
| Operationalize and support receipt of the first Mid-Shore Patrol Vessel in C&A Region. | AC, C&A | White | Central & Arctic Region is prepared to operationalize and support receipt of the first Mid-Shore Patrol Vessel. However, the delivery has been delayed and is anticipated in July 2012. |
| **Cape Class Search and Rescue (SAR) 47-foot Motor Lifeboats** | | | |
| Operationalize and support receipt of three Cape Class SAR 47-foot motor Lifeboats. | AC, Pacific | Green | Three Cape Class SAR 47-foot motor lifeboats in summer 2011 were received and operationalized. |

### *Human Resources Initiatives*

**Objective:** As a matter of ongoing management, CCG will continue to build on the human resources initiatives that will help us achieve a strengthened, fully integrated, national fleet.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Continue to develop a detailed syllabus for each of the specific certificate modules and begin implementation of the Ships' Crew Certification Program. | DG, Fleet | Green | Developed syllabus as planned. Awaiting the Transport Canada accreditation process for certification of the developed modules. |

## 2.9 Shore-Based Asset Readiness (Previously Lifecycle Asset Management Services)

The CCG Shore-based Asset Readiness (SBAR) program ensures CCG's non-fleet assets (worth $1.5 billion) are available and reliable to support delivery of CCG programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g. fixed aids and buoys), sound aids (e.g. fog horns), radar aids (e.g. reflectors and beacons) and long-range marine aids, namely the Differential Global Positioning System (DGPS) as well as electronic communication and navigation systems and over 300 radio towers. The Shore-based Asset Readiness program ensures availability and reliability of these assets through provision of life-cycle asset management activities such as investment planning, engineering, acquisition, maintenance and disposal services.

### A. Key Initiatives

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Publish the Electronics and Informatics Volume of the Engineering Maintenance Manual. | DG, ITS | Green | The document has been completed as planned. It will be available on the ITS intranet by the end of April 2012. |
| Deliver standardized maintenance plans for shore-based infrastructure in accordance with the evaluation of the risk for navigation. | DG, ITS | Yellow | Draft standardized maintenance plans for remaining shore based infrastructure assets have been developed but have not been finalized yet. |
| Implement standardized maintenance plans for selected shore-based infrastructure in accordance with the evaluation of the risk for navigation. | ACs | Green | The standardized maintenance plans developed for the selected shore-based infrastructure have been implemented in the regions. |

### *Loran-C Infrastructure Removal*

**Objective:** To remove the infrastructure and conducting environmental assessments of five transmitting sites.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |

| | | | |
|---|---|---|---|
| Commence removal of the Loran-C equipment and towers, secure the remaining infrastructure and undertake environmental assessments at the transmitting sites. | AC, Pacific<br>AC, NL | Green | A Contract was awarded for Tower Removal in Newfoundland at Fox Harbour and Halon removal for all three Loran Stations.<br><br>Contracts for tower removal have been awarded in Pacific as well and work has commenced for both Port Hardy and Williams Lake. Both towers have been destacked.<br><br>The conduct of environmental assessments completed by the Department of Fisheries and Oceans Canada-Canadian Coast Guard in accordance with the Canadian Environmental Assessment Act (CEAA) and regulations has been undertaken. |

### *Health, Safety and Environment (HSE) Compliance Management System*

**Objective:** The implementation of a national HSE Compliance Management System for all CCG shore-based operations.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Seek approval of the multi-year strategy to implement the national HSE Compliance Management System. | DG, ITS<br>DC, Operations | Green | The HSE implementation plan has been presented to and endorsed by ITS, Fleet and MS executive boards, and CCG Management Board. |
| Commence the development of HSE products to address high priority HSE gaps and risks. | DG, ITS | Green | The Health, Safety and Environmental Compliance Management System Manual is completed to support the implementation of the HSE Compliance Management System in 2012-13. As well, the CCG's Management Board endorsed the development of a national Health, Safety, Security and Environmental Policy for maritime and shore-based operations which will replace the Fleet Safety, Security and Environmental Policy Statement. |

### *Technical Solution Centres (Electronics)*

**Objective:** Maintaining services provided to the MCTS program.

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Further develop the regions' remote monitoring and repair capabilities of the TSC. | DG, ITS | Green | All regions have implemented remote network-based reset capabilities to restore failed devices to service. Implementation of regional and national remote service monitoring capability for INNAV and AIS will continue over the next fiscal year as planned. |

## 2.10 Canadian Coast Guard College

The Canadian Coast Guard College is the main operational and technical training facility for CCG. Its mission is to train and develop marine professionals in support of CCG-mandated programs in marine safety, security, and environmental protection. As CCG's training centre of expertise, the College delivers quality, bilingual maritime training and services.

The College offers core national educational programs in four streams: CCG Officer Training Program and continued technical training for seagoing personnel, Marine Communications and Traffic Services, Marine Maintenance and Equipment Training, and Rescue, Safety, and Environmental Response.

### A. Key Initiatives

**Objective:** Protect asset integrity of training systems and simulators to ensure an optimal training environment at the Canadian Coast Guard College.

| Commitment | Lead | Criteria | Results Achieved/ Status |
|---|---|---|---|
| **2011-2012** | | | |
| Develop a life-cycle asset management framework for the Canadian Coast Guard College to ensure asset availability. | ED, College<br>DG, ITS | Green | The maintenance requirements for the operational systems installed at the college have been documented as per life-cycle asset management practice. |

## 2.11 International Activities

The safety, security and sustainability of the three oceans that border Canada are in part the responsibility of the CCG. That said, much of what happens in the marine environment *globally* can have an impact on our environment. For this and other reasons, the CCG, through its program and service delivery, attends several international meetings and is involved in a number of joint training exercises. By working closely with many related organizations, the CCG advances our common objectives of marine safety and security. Sharing best practices and providing expert advice to foreign governments on coast guard operational issues is vital to ensuring the health and safety of the world's oceans.

### A. General Commitments

| Commitment | Lead | Criteria | Results Achieved/Status |
|---|---|---|---|
| **2011-2012** | | | |
| Attend the North Atlantic Coast Guard Forum (NACGF) Experts Meeting in La Rochelle, France. | AC, NL | Green | The Assistant Commissioner NL and a delegation attended the NACGF and participated in working groups on Search & Rescue, Environmental Response and Maritime Security. Agreement was reached on sharing operational procedures and best practices to ensure safety, security & protection of the environment.<br>Canada led the Environmental Response working group focusing on new technologies. |
| Participate in the North Pacific Coast Guard Forum Multi-mission, Multi-lateral Exercise (MMEX) in Hawaii. | AC, Pacific | Green | CCG participated in a joint multi-mission, multi-lateral exercise (MMEX) in 2011 in Hawaii as part of Canada's commitment to the NPCGF to share best practices and build collaborative procedures in areas of overlapping interest and jurisdiction. The exercise was based on a response to a major pollution event imagined off the coast of environmentally sensitive Midway Island, in which one of the vessels involved was suspected of carrying illegal migrants |

| | | | |
|---|---|---|---|
| | | | The objectives of the exercise were for partners to organize and execute a coordinated response to the major pollution incident and work together to investigate the presence of illegal migrants on one of the vessels by following established international protocols. The exercise objectives were met. |
| Attend the NACGF Summit in Brest, France. | Commissioner | Green | The Deputy Commissioner attended the NACGF Summit in September 2011. |
| Attend the NPCGF Summit in Yokohama, Japan. | Commissioner | Green | The Commissioner headed a multi-sector Canadian delegation to the NPCGF Summit meeting in Yokohama, Japan, in September 2011, during which Canada committed to undertake aircraft patrols as its contribution to multi-national enforcement of illegal fishing in the North Pacific, share maritime security best practices, and contribute to the needs of the Emergency Response Working Group.<br><br>Canada was commended for its leadership in a number of areas, and the initiatives and suggestions contributed to positive operational collaboration in the North Pacific.<br><br>As part of NPCGF Experts Meeting, the AC Pacific headed a multi-sector Canadian delegation to the NPCGF Experts meeting in Xiamen, China, in March 2012, during which Canada committed to participate in the NPCGF MMEX in Korea in August of 2012 including a briefing on Pacific Region's CASTRACK system at the exercise, draft a paper on exchange of information through NPCGAS, draft a maritime security scenario for MMEX 2013, and draft a Terms of Reference and a joint intelligence Collection Plan aimed at establishing a common threat assessment for the North Pacific.<br><br>Work done by Canada significantly contributed to advancing the goals of the Forum. |
| Continue to provide a web platform for the North Atlantic Coast Guard Forum. | AC, NL | Green | Continuing to support the NACGF web page. |